

- MITRETEK SYSTEMS RESPONSE TO NORTH AMERICAN NUMBERING COUNCIL**

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- [REDACTED] Over 10 years
- [REDACTED] Over 10 years
- [REDACTED] Over 10 years
- [REDACTED] 10 years
- [REDACTED] 7 years
- [REDACTED] 5 years
- [REDACTED] 5 years

We now discuss each of the nine required attributes.

Attribute 1: Knowledge about telecommunications network operations and NANP

numbering resources. Figure 3-4 presents a summary of how Mitretek will meet the knowledge of telecommunications network operations and NANP numbering resources. Mitretek has a long history of developing and helping to operate telecommunications systems. Recently, we have worked with our large telecommunications user clients to develop strategies for purchasing services and technologies in the new and rapidly changing telecommunications marketplace. Our experience in developing new models for the new telecommunications industry and market allows us the fresh perspectives needed for the implementation of the new NANP Administration. In addition to the recognized Mitretek expertise in traffic analysis and telecommunications forecasting techniques, Mitretek has already retained numbering plan professionals to complement our existing

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Figure 3-4. Attribute 1—Knowledge About Telecommunications Network Operations and NANP Numbering Resources

Quality, Attribute, or Capability	Exists in Mitretek	Mitretek Support Groups	Recently Acquired	Plan to Acquire Begun
Knowledge about telecommunications network operations and NANP numbering resources				
Mitretek Experience:				
<ul style="list-style-type: none"> [REDACTED] [REDACTED] [REDACTED] 				
Mitretek Capabilities:				
<ul style="list-style-type: none"> Telecommunications system engineering and management for broad range of technologies including traditional voice public switched network and high speed data networks Network design and optimization, including traffic analysis and forecasting, topology optimization, performance optimization and cost minimization Telecommunications support systems including billing and rating systems 				
Mitretek Staff:				
<ul style="list-style-type: none"> [REDACTED] 				
<ul style="list-style-type: none"> [REDACTED] [REDACTED] 				
Staffing Plan Begun:				
<ul style="list-style-type: none"> Over 50 numbering plan experts identified and contacted Prepared to continue employment opportunities with contacted staff after NANC recommendation 				

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staff. We are prepared to immediately add staff upon selection of a new NANP Administration.

Many of the senior staff of the Mitretek's Center for Telecommunications and Advanced Technology had substantial experience in the operation of voice and data networks before coming to Mitretek, and it was just such experience that Mitretek found attractive in their resumes. In its primary role of supporting the government telecommunications acquisition process, the Center is commonly called upon to assist its clients in defining their telecommunications requirements—including their network management and operations requirements—writing the requirements document as part of the source selection process, evaluating vendor responses, and supporting the subsequent implementation and on-going operations of the resultant client networks. Correct understanding of the use and implementation of the applicable numbering resources is an important element in all phases of the acquisition process and subsequent operation of a telecommunications network. Center for Telecommunications and Advanced Technology engineers and managers with network operations background, work diligently to maintain up-to-date knowledge in this increasingly sophisticated area. These engineers and managers understand the numbering requirements for wireline (voice and data) and wireless networks, whether they follow International Telecommunications Union - Telecommunications (ITU), IETF, or other fora guidelines, and fully appreciate their importance in the routing and billing of calls.

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Attribute 2: Act as an Information Resource for All Aspects of Numbering. Figure 3-5 presents a summary of how Mitretek will act as an information resource for all aspects of numbering. Mitretek staff are experienced in acting as an information resource for industry, often acting on behalf of our clients to provide answers to highly technical inquiries. Industry has come to appreciate the consistency and accuracy of our answers, which have significant financial impact in acquisition settings.

Attribute 3: Develop, Operate, Maintain Required Computer Systems. Figure 3-6 presents a summary of how Mitretek will meet the develop, operate, and maintain the computer systems required for NANPA and COCA functions. As seen from our experience cases in Figure 3-3, Mitretek has a long history of developing a broad spectrum of computer systems, using technologies such as mainframe, client/server, database machines, large scale databases, real-time systems, and transaction critical systems. We have developed specific operational systems for telecommunications pricing including rating and pricing of individual calls. Supporting committed NANP Administration staff will be matrixed support from Mitretek's Telecommunications Analysis Systems Group, Software Technical Center, Security Technical Center, and Intranet Development Facility.

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Figure 3-5. Attribute 2—Act As An Information Resource for All Aspects of Numbering

Quality, Attribute, or Capability	Exists in Mitretek	Mitretek Support Groups	Recently Acquired	Plan to Acquire Begun
Act as an information resource for all aspects of numbering				
Mitretek Experience: <ul style="list-style-type: none"> • [REDACTED] • [REDACTED] • [REDACTED] 				
Mitretek Capabilities: <ul style="list-style-type: none"> • Senior staff experienced in dealing with inquiries from a wide variety of technically capable sources • Senior staff recognized as experienced and expert in telecommunications systems <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <ul style="list-style-type: none"> • [REDACTED] • [REDACTED] 				
Staffing Plan Begun: <ul style="list-style-type: none"> • Over 50 numbering plan experts identified and contacted • Prepared to continue employment opportunities with contracted staff after NANC recommendation 				

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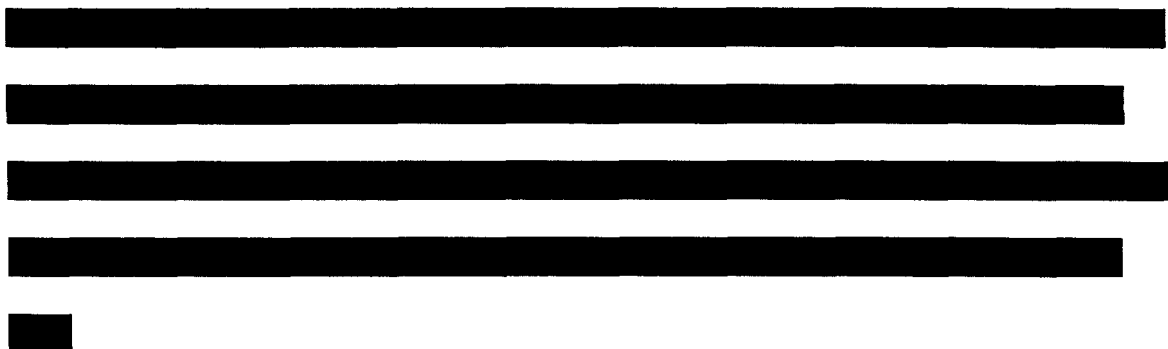
**Figure 3-6. Attribute 3—Develop, Operate, Maintain Computer-based Systems
Required for NANPA and COCA Functions**

Quality, Attribute, or Capability	Exists in Mitrotek	Mitrotek Support Groups	Recently Acquired	Plan to Acquire Begun
Develop, operate, and maintain the computer-based systems required for NANPA and COCA functions				
<p>Mitrotek Experience:</p> <ul style="list-style-type: none"> • [REDACTED] • [REDACTED] • [REDACTED] • [REDACTED] <p>Mitrotek Capabilities:</p> <ul style="list-style-type: none"> • Hardware configuration and design • Software system (systems and applications) design and development • Client/server development, implementation, maintenance • Intranet systems development • Database system development <p>Mitrotek Staff:</p> <ul style="list-style-type: none"> • [REDACTED] <p>Mitrotek Support Groups:</p> <ul style="list-style-type: none"> • Telecommunications Analysis Systems Group • Software Technical Center • Intranet Development Facility • Security Technical Center 				

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Attributes 4 and 5: Management Skills and Project Management Skills. Figure 3-7 presents a summary of how Mitretek will meet provide management and project management skills. Mitretek has a long tradition of excellent management skills, as well as project management skills. The financial and schedule budget limitations imposed by our clients require us to be as efficient and effective as possible. We support our clients in development, implementation, and operation of some of the largest telecommunications and information systems projects ever undertaken by federal government agencies such as



Attribute 6: Interpersonal Communications and Negotiation Skills. Figure 3-8 presents a summary of how Mitretek will provide interpersonal communications and negotiations skills. Mitretek managers and staff are active participants in negotiations and other forums requiring interpersonal skills, as well as telecommunications knowledge, to build a consensus around difficult and complex issues affecting many stakeholders. We are called on to negotiate sensitive technical compliance and telecommunications price issues, many times providing the unbiased analytic foundation for reaching a consensus of

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Figure 3-7. Attributes 4 and 5—Management and Project Management Skills

Quality, Attribute, or Capability	Exists in Mitretek	Mitretek Support Groups	Recently Acquired	Plan to Acquire Begun
Management skills (e.g., to manage the new NANPA organization)				
Project management skills (e.g., to plan NPA relief, to prepare COCUS)				
Mitretek Experience: <ul style="list-style-type: none"> • [REDACTED] • [REDACTED] • [REDACTED] 				
Mitretek Capabilities: <ul style="list-style-type: none"> • Schedule generation and tracking • Budget generation, analysis, and tracking • Milestone generation, analysis, and tracking 				
Mitretek Staff: <ul style="list-style-type: none"> • [REDACTED] • [REDACTED] 				
Mitretek Support Groups: <ul style="list-style-type: none"> • Business Analysis Center 				

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Figure 3-8. Attribute 6—Interpersonal Communications and Negotiation Skills

Quality, Attribute, or Capability	Exists in Mitretek	Mitretek Support Groups	Recently Acquired	Plan to Acquire Begun
Interpersonal communication and negotiation skills (e.g., to facilitate and participate in industry activities, maintain effective relations)				
Mitretek Experience:				
<ul style="list-style-type: none"> [REDACTED] [REDACTED] [REDACTED] [REDACTED] 				
Mitretek Capabilities:				
<ul style="list-style-type: none"> Contract negotiation—technical and price Expert testimony Hearing preparation and planning 				
<ul style="list-style-type: none"> [REDACTED] [REDACTED] [REDACTED] [REDACTED] 				

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all parties. Recently retained numbering plan professionals will complement existing skills with experience in negotiating specific numbering resource cases.

Attribute 7: Manage Proprietary Data and Competitively Sensitive Information.

Figure 3-9 presents a summary of how Mitretek will provide capability to manage proprietary data and competitively sensitive information. Mitretek's experience in managing proprietary data and competitively sensitive information derives from our experience in handling the most sensitive and classified national security information. The telecommunications price information, that we routinely use for our clients' acquisition and management purposes, represents the most fundamental competitive information of the largest telecommunications carriers. We handle this sensitive information in paper form, but more normally in very large computer databases that we have developed for the use of our clients and industry. We are a manager of sensitive data trusted by industry and the telecommunications providers.

Attribute 8: Public Relations Skills. Figure 3-10 presents a summary of how Mitretek will provide public relations skills, including for example to explain complex numbering issues to the media and the public. Mitretek serves many times in roles that require us to explain complex telecommunications issues to the public, the media, and others not expert in the field. We have successfully performed this role in many public, legislative,

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Figure 3-9. Attribute 7—Manage Proprietary Data and Competitively Sensitive Information

Quality, Attribute, or Capability	Exists in Mitretek	Mitretek Support Groups	Recently Acquired	Plan to Acquire Begun
Manage proprietary data and competitively sensitive information				
Mitretek Experience: <ul style="list-style-type: none"> • [REDACTED] • [REDACTED] 				
Mitretek Capabilities: <ul style="list-style-type: none"> • Secure (i.e., Top Secret and above) • Secure storage • Secure computer processing • Security infrastructure including personnel security and classified document tracking 				
Mitretek Staff: <ul style="list-style-type: none"> • [REDACTED] • [REDACTED] • [REDACTED] • [REDACTED] • [REDACTED] • [REDACTED] • [REDACTED] 				
Mitretek Support Groups: <ul style="list-style-type: none"> • Mitretek Security Department • Decision Support Facility staff (Secure Telecommunications Analysis Processing Center) 				

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Figure 3-10. Attribute 8—Public Relations Skills

Quality, Attribute, or Capability	Exists in Mitretek	Mitretek Support Groups	Recently Acquired	Plan to Acquire Begun
Public relations skills (e.g., to explain complex numbering issues to the media and the public)				
<p>Mitretek Experience:</p> <ul style="list-style-type: none"> • [REDACTED] • [REDACTED] • [REDACTED] staff <p>Mitretek Capabilities:</p> <ul style="list-style-type: none"> • Public relations office and staff • Technical staff with press relation skills <p>Mitretek Staff:</p> <ul style="list-style-type: none"> • [REDACTED] • [REDACTED] • [REDACTED] <p>Mitretek Support Groups:</p> <ul style="list-style-type: none"> • Mitretek Office of Corporate Communications 				

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regulatory, and judicial settings. We often provide a bridge of understanding between the technology and policy experts. In addition to committed NANP Administration team staff, the Mitretek Office of Corporate Communications will assist in press relations and training NANP Administration staff.

Attribute 9: Compliance Resources. Figure 3-11 presents a summary of how Mitretek will provide compliance resources capabilities. In addition to Mitretek Counsel, our telecommunications staff includes professionals experienced in ensuring compliance with legal and regulatory laws. [REDACTED]

[REDACTED]

[REDACTED]

Our clients' counsel have come to appreciate Mitretek's ability to minimize litigation risk to our clients, as well as our ability to assist in the defense when litigation does occur. ■

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Figure 3-11. Attribute 9—Compliance Resources

Quality, Attribute, or Capability	Exists in Mitretek	Mitretek Support Groups	Recently Acquired	Plan to Acquire Begun
Compliance resources (i.e., ensure compliance with all applicable laws)				
Mitretek Experience:				
<ul style="list-style-type: none"> [REDACTED] [REDACTED] [REDACTED] [REDACTED] 				
Mitretek Capabilities:				
<ul style="list-style-type: none"> Staff experience in legal compliance of technical issues Expert testimony Mitretek Counsel office 				
Mitretek Staff:				
<ul style="list-style-type: none"> [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] 				
Staffing Plan Begun:				
<ul style="list-style-type: none"> Search firm engaged to assist in identifying NANP Administration legal staff 				

Personal Summary of Mitretek's Personnel

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3.1 Personal Resumes of Mitretek's Personnel

In this section, Mitretek lists the personnel that will staff the NANP Administration. We have included no subcontractor resumes, because we do not envision the use of subcontractors. The list of Mitretek staff is provided in Figure 3-12. The list is divided into two groups. The first group includes those staff that will fill specific positions in the NANP Administration organization proposed in Section 9.5. The second group includes a pool from which Mitretek will staff the remainder of the organization. We have intentionally not proposed staff for all positions, pending completion (after NANC recommendation of a new NANP Administration) of our already initiated executive search.

In selecting specific staff, Mitretek prepared individual position descriptions for each position in the proposed organization. These position descriptions follow this introductory text. A staff summary and a letter of commitment is provided for every staff proposed to a specific position, following the position descriptions. These letters of commitment indicate the availability and willingness to contribute to the success of the new NANP Administration's implementation and operation. The letters are signed by the individual proposed, as well as by the Mitretek Corporate Officer to whom the NANP Administration will report and who can commit these corporate resources. The resumes of the proposed and available staff are then provided in Appendix N.

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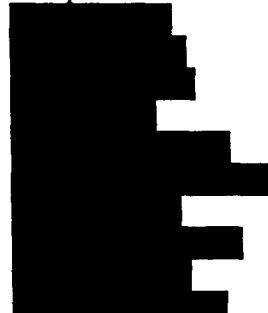

Staff	Position
<i>Group One—Committed Staff</i>	
	
<i>Committed Staff from Mitretek Support Groups</i>	
	
<i>Group Two—Possible Staff</i>	
	

Figure 3-12. Mitretek Staff

Personnel Levels

Mitretek bases its personnel levels upon the capabilities that staff members apply to their work. Advancement is based solely upon performance, rather than longevity, and individuals may stay in a particular level for a long or short time depending upon their ability to perform. As a research and engineering organization Mitretek puts great credit in the technical qualities of its staff and evaluates them on an annual basis to determine

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whether staff are continuing to stay current and progress in their field. Managers at Mitretek must simultaneously have project and technical skills.

Associate Staff Member

An Associate Staff Member is the entry-level position at Mitretek, it is the first level of professional staff and is appropriate for staff who work as a professional in a team with a limited scope of responsibility. Specifically an Associate Staff Member has the following characteristics:

- Applies particular project or technology area knowledge
- An effective team member working with immediate teammates and clients
- Cognizant of context of own tasking in terms of a client problem

Staff Member

Staff Member is an entry-level position for a person with an advanced (master's or doctorate) degree but no work experience. It is appropriate for staff who contribute to a portion of a single task. Specifically a Staff Member has the following characteristics:

- Applies strong particular project or technology area knowledge
- Appreciation of other technology areas positively impacts work
- An effective team member working with immediate teammates and clients
- Recognizes client-related task requirements relevant to own tasking and raises to management

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Senior Staff Member

Senior Staff Members make up the bulk of Mitretek's technical staff. Senior Staff Members may have doctorate degrees or twenty year's experience. Many capable people at Mitretek do not move beyond the Senior Staff Member level, however the scope of their responsibility is on a single task or a single function on multiple tasks. Specifically a Senior Staff Member has the following characteristics.

- Applies strong particular project or technology area knowledge
- Knowledge of other technology areas and resources positively impacts work
- An effective team member sometimes providing leadership and motivation—
sometimes leverages relationships to benefit work program
- Recognizes client-related task requirements relevant to own tasking, sees where it leads, raises to management, and discusses with client
- Occasionally demonstrates noteworthy insight, ingenuity, initiative, creativity, productivity

Lead Engineer

The Lead Engineer level is the first level of major responsibility within the Mitretek organization, either as a technical leader or as a group leader within the organization.

Lead Engineers are expected to have ownership of a major project or a number of small projects. Specifically an Lead Engineer has the following characteristics:

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- Applies very strong project or technology area knowledge
- Strong knowledge of other technology areas and resources positively impacts work
- An effective team member often providing leadership and motivation—leverages relationships to benefit work program and sometimes influences the direction of activities
- Recognizes client-related task requirements relevant to own organization's tasking and direction, sees where it leads, raises to management, and discusses with client
- Regularly demonstrates noteworthy insight, ingenuity, initiative, creativity, productivity

Principal

A Principal is program manager in the Mitretek organization, leading multiple projects, having ownership of projects, and initiating projects for new or existing clients. Principals serve as leading technologists, site leaders, or senior group leaders, and work well with little management oversight. Specifically a Principal has the following characteristics:

- Applies very strong project or technology area knowledge
- Strong knowledge of other technology areas and resources positively impacts work
- An effective team member, generally providing leadership, team building, motivation, and guidance—leverages relationships to benefit work program and often influences the direction of activities

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- Understands client's overall mission and own organization's direction; translates into tactics for enhancing impact of work program and work program growth
- Regularly demonstrates high level of insight, ingenuity, initiative, creativity, productivity

Senior Principal

Senior Principals are several major projects, open or manage major lines of business, and speak for the company within the scope of existing contractual arrangements. Senior Principal managers frequently supervise 20-40 people in a department. Specifically a Senior Principal has the following characteristics:

- Applies extensive expertise as a generalist or specialist
- Extensive knowledge of other technology areas and resources positively impacts work
- Regarded and respected as a team builder and leader; broadly leverages relationships to benefit work program; provides guidance and vision within organization
- Understands Mitretek's direction and translates into proactive business strategy using best resources
- Regularly demonstrates very high level of insight, ingenuity, initiative, creativity, productivity

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Director

A Director is a Division Director or Consulting Engineer within the Mitretek organization. Mitretek has a limited number of Directors because the scope of their responsibility and leadership is broad. Director is the highest level of staff member in the Mitretek organization, higher levels are corporate officers. Specifically a Director has the following characteristics:

- Applies exceptional expertise as a generalist or specialist
- Extensive knowledge of other technology areas and resources positively impacts broad segment of Mitretek's work
- Regarded and respected as a team builder and leader (within and outside of Mitretek); brings the whole corporation to bear when appropriate; provides guidance and vision to a broad work program
- Understands Mitretek's direction and translates into proactive business strategy using best resources for a large work program segment and over the long term
- Regularly demonstrates exceptional level of insight, ingenuity, initiative, creativity, productivity ■

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